

SUBJECT: Hoover Committee Task Force/Watch Points for Forthcoming Interviews (Supplement to 9-10 November memos.

12 November 1954

1. The following constitutes a summation of certain particular interests and disinterests displayed by Colonel Miller and Mr. McGruder, during the first two days of their investigation of OO, which have established such a pattern as to be probably expected in future interviews with other offices.

- a. Neither Colonel Miller nor Mr. McGruder seem particularly interested in division organizational charts or chain of command and/or responsibility. Instead they are more interested in TO's (actual on-board count) broken down into professional and administrative, numerically.
- b. Colonel Miller soon becomes restless in the day, and prefers short, to the point talks. He likes to be kept moving and prefers a fast-action schedule that can be adhered to. He has frequently said that in multiple presentations he likes ten-minute talks, at the outside. McGruder, in his own words, admitted they were just skimming the top, and "Didn't expect to really get the complete picture".
- c. Both "are agreed that consistent, inter-departmental checks and reviews are the main answers to 'family problems'", and are impressed when evidence of such self-inspection is displayed.
- d. Since neither of them are sure of what they are looking for they are quick to jump on any evidence of intra-agency dissatisfaction or problems. Future speakers addressing the committee members would be well advised not to unburden their inter-departmental problems on Miller or McGruder, or point out how they are disabused by their associate offices, for this creates a sympathetic target on which to concentrate.
- e. To date, practically the only written or printed material they have asked for are commendations or complimentary evaluations addressed to a particular office by its consumers. They are obviously trying to justify the worth of various projects in this manner, and to date have found no better method. If such complimentary

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data can be presented early in an address it would then better justify the following explanatory talks.

- f. Neither Miller nor McGruder have taken any notes of consequence to date, other than a single word notation here and there. Hence, speakers can rest assured they will not be "quoted verbatim".
- g. Both Miller and McGruder understand and are sympathetic to standard business techniques and practices. Where operational or administrative principles do not conform with the latter, they should be glossed over lightly rather than stressed. Where practices do conform to such practices they should be stressed (i.e., IBM, executive management, welfare programs, etc...).

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6/6/87